Brigade S-1 Operations Course

BRIGADE S-1
TO PREPARE ADJUTANT GENERAL'S CORPS OFFICERS, WARRANT OFFICERS, AND NONCOMMISSIONED OFFICERS TO INTERPRET, INTEGRATE, COORDINATE, AND IMPLEMENT ARMY HR PROGRAMS AND POLICIES AT THE BRIGADE S-1 LEVEL
CORE COMPETENCIES AND KEY FUNCTIONS
Provide Human Resources Support

Direct Personnel Readiness Management (PRM)

May 2016

Senior Leader Training Division
Adjutant General School

Terminal Learning Objective

Action: Direct Personnel Readiness Management (PRM)

Condition: Given classroom instruction, practical exercises, access to applicable regulations, Army Manning Guidance, Personnel Policy Guidance (PPG) and awareness of the Operational Environment.

Standard: Demonstrate knowledge of PRM through classroom participation, practical exercises, and by scoring 70% or higher on a knowledge based exam that includes the following learning activities:

1. Communicate Army PRM policies.
2. Correlate PRM responsibilities at each echelon from battalion to Army G-1 level.
3. Communicate HQDA Army Manning Guidance and Army Force Generation (ARFORGEN) manning.
4. Communicate the Brigade Strength Management process

39th Chief of Staff of the Army Initial Message to the Army

39th Chief of Staff of the Army
Initial Message to the Army

We have the most skilled, ethical, and combat hardened Army in our Nation's history. No matter where we are around the world, America's Soldiers are displaying courage, commitment and character. We are demonstrating unparalleled competence and agility. And no matter the challenge, no matter how complex the environment or how dangerous the situation, our Soldiers fight and win.

I am honored to lead this remarkable team.

I have three priorities:

#1. Readiness: (Current Fight) Our fundamental task is like no other – it is to win in the unforgiving crucible of ground combat. We must ensure the Army remains ready as the world's premier combat force. Readiness for ground combat is – and will remain – the U.S. Army's #1 priority. We will always be ready to fight today, and we will always prepare to fight tomorrow. Our most valued assets, indeed, the Nation's most valued assets, are our Soldiers and our solemn commitment must always be to never send them into harm's way untrained, poorly led, undermanned, or with less than the best equipment we can provide. Readiness is #1, and there is no other #1.

#2. Future Army: (Future Fight) We will do what it takes to build an agile, adaptive Army of the future. We need to listen and learn – first from the Army itself, from other services, from our interagency partners but also from the private sector, and even from our critics. Developing a lethal, professional and technically competent force requires an openness to new ideas and new ways of doing things in an increasingly complex world. We will change and adapt.

#3. Take Care of the Troops: (Always) Every day we must keep foremost in our minds our Soldiers, Civilians, and their Families. Our collective strength depends on our people - their mental and physical resilience is at our core. We must always treat each other with respect and lead with integrity. Our Soldiers are the crown jewels of the Nation; we must love them, protect them, and always keep faith with them.

I am honored and proud to serve with you. Thank you for your service and commitment to a cause larger than yourselves.

Army Strong!

MARK A. MILLEY
General, United States Army
39th Chief of Staff of the Army

Army Readiness Guidance CY 16-17

UNITED STATES ARMY
THE CHIEF OF STAFF

20 Jan 2016

MEMORANDUM FOR ALL ARMY LEADERS

SUBJECT: Army Readiness Guidance, Calendar Year 2016-17

1. Purpose:

This guidance provides the purpose, direction, and motivation for the Army to regain combined arms capability in tactical formations while improving key aspects of overall strategic readiness.

2. Global Security Environment:

a. Today, we are globally engaged with more than 190,000 Soldiers assigned or allocated in over 140 countries around the world. These Soldiers are conducting combat operations, deterring aggression, or reassuring our allies and partners. We continue to engage the enemy in Afghanistan as we work with allies and partners to train, advise, and assist the Afghan National Defense Security Forces. We are building partner capacity in Iraq to fight the ruthless terrorism of the Islamic State of Iraq and the Levant (ISIL). We are engaging our partners in Africa, and throughout the Americas, North and South. We have almost 100,000 Soldiers committed to the Pacific and we are deterring aggression in the Korean peninsula as we have done for 60 years. In Europe and Asia, we are actively reassuring allies in the face of emerging challenges, deterring Russian aggression, and in every circumstance and every region of the world, our Army stands ready.

b. Though the U.S. Army continues to protect the United States and its allies at home and abroad as it has for over 240 years, instability is increasing across the globe. In the Middle East, South Asia, and beyond, ISIL and other radical groups present a significant threat to regional stability with a reach that is not only deadly, but long. The war against radical terrorism in Afghanistan, Iraq, Syria, North Africa, and elsewhere will require considerable time and resources. For this reason, we must sustain our capabilities to fight terrorists, guerrillas, and insurgents, and help our partners develop increased capabilities to do the same.

c. While COIN is a continual challenge and we must sustain our capabilities, we cannot solely focus on only one typology of war. The United States is a global power with global responsibilities. As such, we must maintain capabilities to execute an entire range of military operations, from humanitarian assistance, to fighting guerrillas and terrorists, to conducting cyber operations, to engaging nation states in conventional and hybrid warfare. The ability to conduct decisive action in support of Unified Land Operations to deter, deny, compel, and / or defeat the threat of hybrid warfare posed by

PRM Overview

Personnel readiness management (PRM) is the distribution of Soldiers and Army civilians to command and organization based on documented manpower requirements, authorizations, and predictive analysis in support of the commander's plan and priorities to accomplish their mission. – ATP 1-0.2, Theater-Level Human Resources Support, Glossary-6

- **PRM** involves **analyzing personnel strength data** to:
  - Determine current combat capabilities ~ **compare strength against authorizations**
  - Project future requirements
  - Assess conditions of individual readiness

- **PRM** is **directly interrelated and interdependent** upon these HR key functions:
  - Personnel Accountability (PA)
  - Strength Reporting (SR)
  - Personnel Information Management (PIM)

FM 1-0, Chapter 3

The ‘Art’ of PRM

- **Source documents: ORBs; ERBs; LOSS / GAIN ROSTERS; MTOE / TDA; MOS INVENTORY (MOSI); USR**
- **Considerations when assigning Officers/NCOs:**
  - G1 Manning Guidance
  - **COMMAND TEAM PRIORITIES**
  - Branch / PMOS / SMOS / CPMOS
  - Rank (YG; TIG/ Promotable)
  - **Branch Detail**
  - Prior Service
  - Education (MIL and CIV)
  - SQI / ASI (Ranger, Language)
  - **Unit Strengths / Weaknesses (FIRST 30 DAYS)**
  - ARFORGEN Cycle
  - Assign 2 Grades Up / 1 Down
  - Grade Banding / Aggregate
  - **Loss Dates**
  - Prior Experiences / Positions
  - Deployment Dates
  - **Individual Readiness**
  - **Key Positions (1SG, Plt Sgt, etc.)**
  - **CSL, Field Grade & Co Cmd Slates**
  - Upcoming Unit Missions

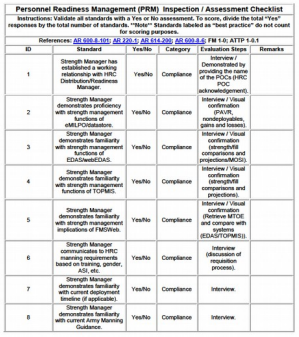
Key Drivers That Affect PRM

- G-1 Rear Detachment Report
- **Non-Deployable Soldiers**
- **Non-Available Soldiers**
- eMILPO Non-Available Deployment Tracking Module
- **Medical Protection System (MEDPROS)**
- **MMRB / MEB / PEB**
- **Warrior Transition Units (WTUs)**
- **Soldier Readiness Program (SRP)**
- Management of Derivative UICs (DUICs)
- Direct Brigade-level Strength Management
- eMILPO Human Resource Authorization Report (HRAR)
- Force Management System Web Site (FMSWeb)
- Active Component Manning Guidance
- HQDA MOS Substitution Message

PRM Tasks and Responsibilities

Units distribute Soldiers and Department of the Army Civilians to subordinate commands based on documented manpower requirements, authorizations, and predictive analysis in support of the commander's priorities and plans.

PRM



Personnel Readiness Management (PRM) Inspection / Assessment Checklist

Instructions: Validate all standards with a Yes or No assessment. To score, divide the total "Yes" responses by the total number of standards. "Note" Standards labeled as "best practice" do not count for scoring purposes.

References: AR 600-8-101; AR 220-1; AR 614-200; AR 600-8-6; FM 1-0; ATTP 1-0.1

ID	Standard	Yes/No	Category	Evaluation Steps	Remarks
1	Strength Manager has established a working relationship with HRC Distribution/Readiness Manager.	Yes/No	Compliance	Interview / Demonstration by providing the name of the POC (HRC POC acknowledgement).	
2	Strength Manager demonstrates proficiency with strength management functions of eMILPO/datastore.	Yes/No	Compliance	Interview / Visual confirmation (PAUR, nondeployables, gains and losses).	
3	Strength Manager demonstrates familiarity with strength management functions of EDAS/webEDAS.	Yes/No	Compliance	Interview / Visual confirmation (strength/MI comparisons and projections/MOS).	
4	Strength Manager demonstrates familiarity with strength management functions of TOP/MO.	Yes/No	Compliance	Interview / Visual confirmation (strength/MI comparisons and projections).	
5	Strength Manager demonstrates familiarity with strength management implications of FMSWeb.	Yes/No	Compliance	Interview / Visual confirmation (Retrieve MTOE and compare with systems (EDAS/TOP/MIS)).	
6	Strength Manager communicates to HRC manning requirements based on training, gender, ASI, etc.	Yes/No	Compliance	Interview (discussion of requisition process).	
7	Strength Manager demonstrates familiarity with current deployment timeline (if applicable).	Yes/No	Compliance	Interview.	
8	Strength Manager demonstrates familiarity with current Army Manning Guidance.	Yes/No	Compliance	Interview.	

rmy Human Resources Command (AHRC)

- Assigns Soldiers to BDE-level vice installation
- ARFORGEN: Reset, Train/Ready, Available

G-1

- Mission shifts to "strength monitoring"
- Resolves readiness imbalances (by exception)
- Non-available management / Brigade resets

rigade S-1

- Directs and manages pin-point assignments
- Coordinates directly with AHRC
- Access to "top of the Army" systems
- Execute current & future readiness assessments
- Manage non-deployable population & attrition

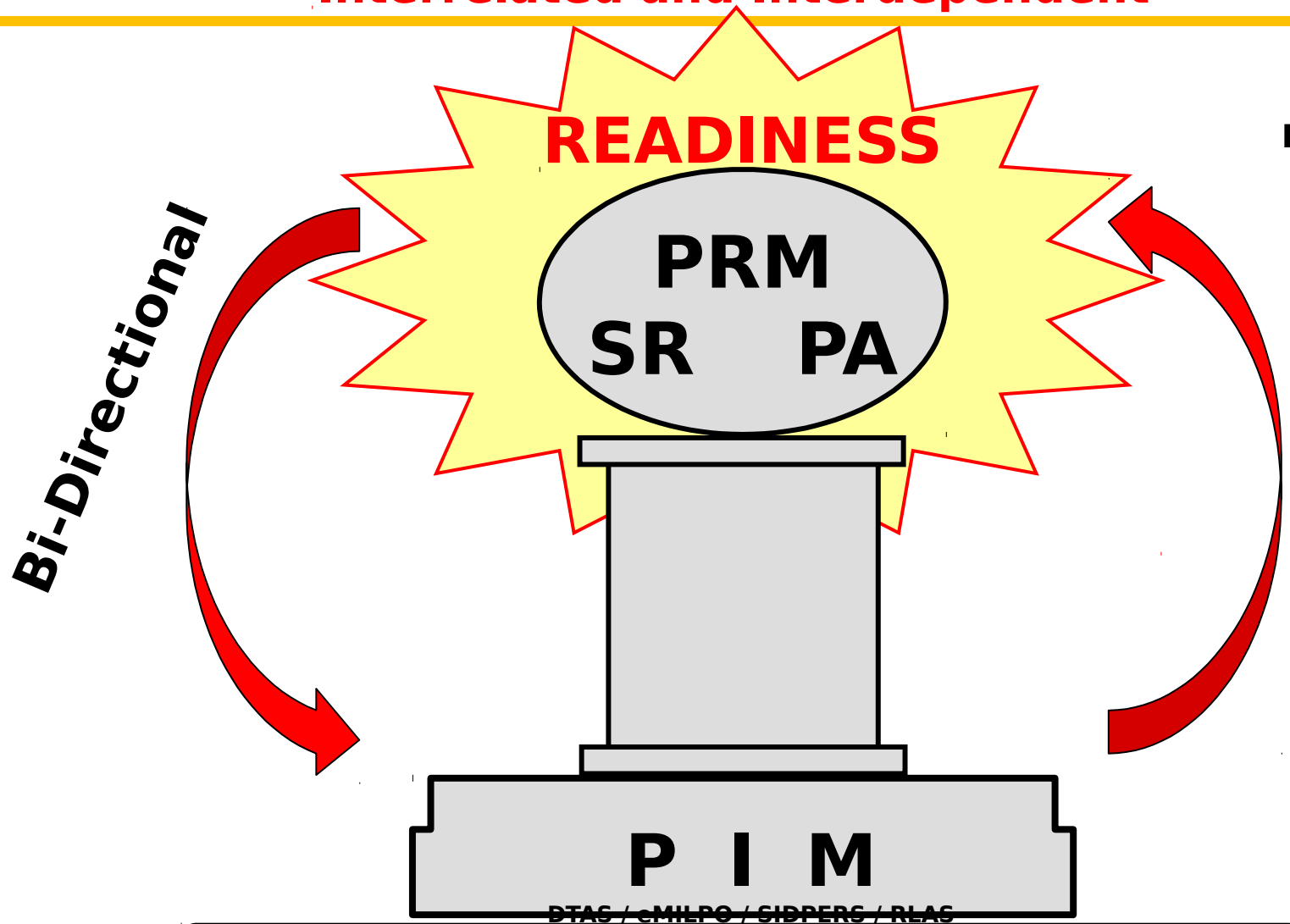
attalion S-1

- Execute Soldier HR transactions and status changes
- Monitor / report PRM of subordinate units
- Focus is combat-capable platoons

Validate all Soldier accountability transactions in the database of record

PIM / PA / SR / PRM Relationships

Interrelated and Interdependent



Information is read from the top-down and from the bottom-up

PIM supports the execution of all HR core competencies.

Personnel Policy Guidance (PPG)
All Components

Applicability: Applies to Active Army, the Army National Guard, U.S. Army Reserve, Retiree Recalls, Department of the Army Civilians, Department of Defense Civilians, Contractors, Red Cross Employees, and Army Air Force Exchange Services Employees.

Department of the Army Personnel Policy Guidance for Overseas Contingency Operations

1 July 2009 (Periodic Review)
(Last updated 09 August 2013)

UNCLASSIFIED

PPG	SUBJECT
Chapter 1	General Guidance
Chapter 2	Notification/Alert
Chapter 3	Mobilization
Chapter 4	Deployment
Chapter 5	Employment
Chapter 6	Redeployment/ Post Deployment
Chapter 7	Medical Dental
Chapter 8	Entitlements and Compensation
Chapter 9	Casualty Operations
Chapter 10	Equipment
Chapter 11	Orders
Chapter 12	Funding
Chapter 13	Personnel Management
Chapter 14	Supporting Personnel Actions

Army Manning Guidance

What does an S-1 need to do?

- **Screen, identify, and properly code Soldiers with temporary and permanent non-available conditions**
- **Conduct SRP checks early and often (usually quarterly – monitor closely)**
- **Update eMILPO Non-Available Deployment Tracking Module**
- ICW MEDCOM, **ensure MEDPROS is accurate** and **current**
- **Ensure availability coding** in **eMILPO** and **MEDPROS matches** the availability coding in the **USR**

- **Retain Soldiers** in **temporary** non-available status **in their assigned units**
- **Cross-level permanently** non-available Soldiers to **units not scheduled to deploy**
- Senior Commander may **divert inbounds** to meet **immediate readiness requirements of deployed or deploying units**
- **Reassign available Soldiers** performing RD/garrison duties **to deploying units**
- **Utilize non-available Soldiers** to perform **RD duties**
- **Ensure** all Soldiers **comply with HRC assignment instructions**

- **Enforce officer professional development timelines** (**Company Command = 12-18; KD Positions = 18-24 months)**
- **Provide AHRC** with **a list of deploying units early**
- **Ensure arriving Soldiers are assigned to HRC directed pinpoint** assignment
- **Utilize WTU** when appropriate
- **Cross-level Soldiers** in deploying units/UICs not directly managed by HRC (below brigade-level) **to ensure sufficient manning**
- **Mitigate manning shortages** –
- Grade substitutions (officer & enlisted)

ANNEX A: ACTIVE COMPONENT MANNING CATEGORIES TO FY 16-19 ACMG

ANNEX A – ACTIVE COMPONENT MANNING CATEGORIES TO FY 16-19 ACMG			
	URGENT FORCES	**ROTATIONAL UNITS**	**ESSENTIAL FORCES**
MANNING CATEGORY DEFINITION	Units assigned to the highest priority National and Army missions and operations as determined by DA G3/5/7.	Units not assigned as Urgent or Essential. Primarily Operating Forces.	Units that are supporting Institutional Army requirements and secondary Joint and Army missions as determined by DA G3/5/7.
MAXIMUM MANNING	100% (Aggregate)	**Planned at 95%** Adjusted within units based on Senior Commander Priorities	90% (Aggregate)
MINIMUM MANNING	90%		80%
NOTES:	• Assigned Strength 90-100% • Commanders responsible to Cross Level to Priority Units • Commanders Responsible to manage Non-Deployables, Assigned MOS-Q (AMOS-Q), and Senior Grade Available	• Assigned Strength 90-100% • Commanders responsible to Cross Level to Priority Units • Commanders Responsible to manage Non-Deployables, Assigned MOS-Q (AMOS-Q), and Senior Grade Available	• Assigned Strength 80-90% • Commanders Responsible to manage Non-Deployables, Assigned MOS-Q (AMOS-Q), and Senior Grade Available
SPECIFIC ORGANIZATIONS or TYPE UNITS	FOR INCLUSIVE LIST OF URGENT FORCES, SEE ANNEX B. INCLUDES: • ACOMs: None • ASCCs: USASOC, USFK/8th ARMY, SMDC HQ, USARCENT HQ, USARCYBER HQ • DRUs: USMA • Others: 780 MI BDE, Cyber Protection Brigade, USMEPCOM, TSOCs	FOR INCLUSIVE LIST OF ROTATIONAL UNITS, SEE ANNEX B. INCLUDES: • Brigade Combat Teams • Combat Aviation Brigades • Division Headquarters • Corps Headquarters • Functional Support Brigades • Multi-Functional Support Brigades • TF 1-28 IN **ROTATIONAL and URGENT FORCES units that are inactivating will be manned at the ESSENTIAL FORCES LEVEL once they come within 365 days of inactivation unless they are deployed.	FOR INCLUSIVE LIST OF ESSENTIAL FORCES, SEE ANNEX B. INCLUDES: • Office of the SA/CSA, HQDA Staff, OSD Primary Staffs, Joint Staff • ACOMs: FORSCOM HQ, TRADOC HQ, AMC HQ • ASCCs: USARAF HQ, SDDC HQ, USARPAC HQ, USAREUR HQ, USARNORTH HQ, USARSO HQ • DRUs: IMCOM HQ, NETCOM HQ, INSCOM HQ, ATEC HQ, MEDCOM HQ, USACE HQ, MDW, USAASC, USARC HQ, CIDC HQ • Others: – 1st Army – JMRC, NTC, JRTC, MCTP – HRC – Combined Arms Center – US Army Combat Readiness Center

Manning Guidance and Succession Planning Tools

(CORRECTED COPY) HQDA EXORD 165-16 ISO FISCAL YEAR 2016-2019 (FY16-19) ACTIVE COMPONENT MANNING GUIDANCE (ACMG)

UNCLAS F O U O

(CORRECTED COPY) HQDA EXORD 165-16 ISO FISCAL YEAR 2016-2019 (FY16-19) ACTIVE COMPONENT MANNING GUIDANCE (ACMG)

Originator: DA WASHINGTON DC
DTG: **052329Z APR 16** Precedence: Priority
To: ARNG NGB COMOPS ARLINGTON VA, ARNG NGB J3 JOC WASHINGTON DC, ARNGRC ARLINGTON VA, ARNGRC WATCH ARLINGTON VA, CDR 5 ARMY NORTH AOC FT SAM HOUSTON TX, CDR ATEC ABERDEEN PROVING GROUND MD, CDR ATEC ABERDEEN PROVING GROUND MD, CDR FORSCOM DCS G3 CENTRAL TASKING DIV FT BRAGG NC, CDR FORSCOM DCS G3 CURRENT OPS FT BRAGG NC, CDR FORSCOM DCS G3 WATCH OFFICER FT BRAGG NC, CDR MDW J3 FT MCNAIR DC, CDR MDW JFHQ-NCR FT MCNAIR DC, CDR TRADOC DCS G-3-5-7 OPNS CTR FT EUSTIS VA, CDR USAREUR CG WIESBADEN GE, CDR USAREUR STAFF WIESBADEN GE, CDR USASOC COMMAND CENTER FT BRAGG NC, CDR USASOC MESSAGE CENTER FT BRAGG NC, CDR18TIO FT BELVOIR VA, CDR3RD ARMY USARCENT WATCH OFFICER SHAW AFB SC, CDR3RD ARMY USARCENT WATCH OFFICER SHAW AFB SC, CDRAMC REDSTONE ARSENAL AL, CDRHRC G3 DCSOPS FT KNOX KY, CDRHRC G3 DCSOPS FT KNOX KY, CDRHRC G3 DCSOPS FT KNOX KY, CDRINSCOM FT BELVOIR VA, CDRINSCOMIOC FT BELVOIR VA, CDRMDW WASHINGTON DC, CDRUSACE WASHINGTON DC, CDRUSACIDC FT BELVOIR VA, CDRUSACYBER FT BELVOIR VA, CDRUSACYBER G33 FT BELVOIR VA, CDRUSAEIGHT G3 CUROPS SEOUL KOR, CDRUSAEIGHT SEOUL KOR, CDRUSAFRICA VICENZA IT, CDRUSAMEDCOM FT SAM HOUSTON TX, CDRUSARC G33 READ FT BRAGG NC, COMDT USAMC CARLISLE BARRACKS PA, COMUSARCENT KU INTEL CAMP DOHA KU, COMUSARCENT KU INTEL CAMP DOHA KU, COMUSARCENT KU SSO CAMP DOHA KU, HQ TMCOM FT SAM HOUSTON TX, HQ SDDC CMD GROUP SCOTT AFB IL, HQ SDDC COC OPS G3 SCOTT AFB IL, HQ TRADOC, HQ USARSO FT SAM HOUSTON TX, HQ USARSO G3 FT SAM HOUSTON TX, HQDA AOC G1 PERSONNEL CONTRINGENCY CELL WASHINGTON DC
CC: HQDA AOC DAMO ODO OPS AND CONT PLANS WASHINGTON DC, HQDA AOC DAMO ODO OPS AND CONT PLANS WASHINGTON DC, HQDA AOC G3 DAMO CAT OPSWATCH WASHINGTON DC
TAB A_ANNEX A - AC Manning Cat (FY16-19 ACMG).docx
TAB B_ANNEX B - FY16-19 ACMG.xlsx
TAB C_ANNEX C - Directed Fill Positions to FY16-19 ACMG.docx
TAB D_ANNEX D - MOS AOC Shortage Listing.xlsx
TAB E_ANNEX E - SMU Manning for FY16-19 ACMG.docx

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(CORRECTED COPY) HQDA EXORD 165-16 ISO FISCAL YEAR 2016-2019
(FY16-19) ACTIVE COMPONENT MANNING GUIDANCE (ACMG)

SUBJECT: (CORRECTED COPY) HQDA EXORD 165-16 ISO FY16-19 ACTIVE COMPONENT MANNING GUIDANCE (ACMG).

(U) REFERENCES.

REF A//(U)/ ARMY REGULATION (AR) 220-1 , ARMY UNIT STATUS REPORTING (USR) AND FORCE REGISTRATION - CONSOLIDATED POLICIES, 15 APRIL 2010
REF B//(U)/ AR 525-29 , ARMY FORCE GENERATION (ARFORGEN), 14 MARCH 2011
REF C//(U)/ AR 570-4, MANPOWER MANAGEMENT, 8 FEBRUARY 2006
REF D//(U)/ AR 614-30, OVERSEAS SERVICE, 27 JANUARY 2015
REF E//(U)/ AR 614-100, OFFICER ASSIGNMENT POLICIES, DETAILS, & TRANSFERS, 10 JANUARY 2006
REF F//(U)/ AR 614-200 , ENLISTED ASSIGNMENTS AND UTILIZATION MANAGEMENT, 26 FEBRUARY 2009, RAPID ACTION REVISION ISSUED 11 OCTOBER 2011
REF G//(U)/ DEPARTMENT OF THE ARMY (DA) PAMPHLET (PAM) 220-1 , DEFENSE READINESS REPORTING SYSTEM-ARMY (DRRS-A) PROCEDURES, 16 NOVEMBER 2011
REF H//(U)/ DA PAM 600-3, COMMISSIONED OFFICER PROFESSIONAL

Field Grade Slate

Microsoft Excel Worksheet

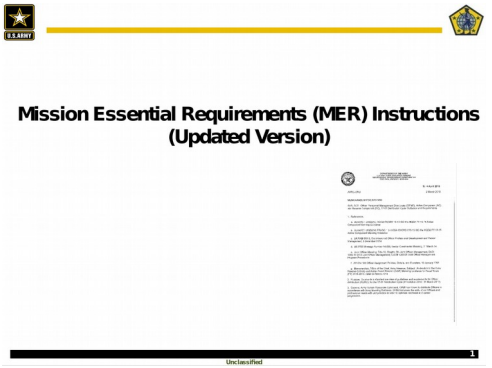
Company Grade Officer Laydown

Microsoft Excel Worksheet

Command Teams

Microsoft Excel Worksheet

MER List and Letter



Distribution Management Levels

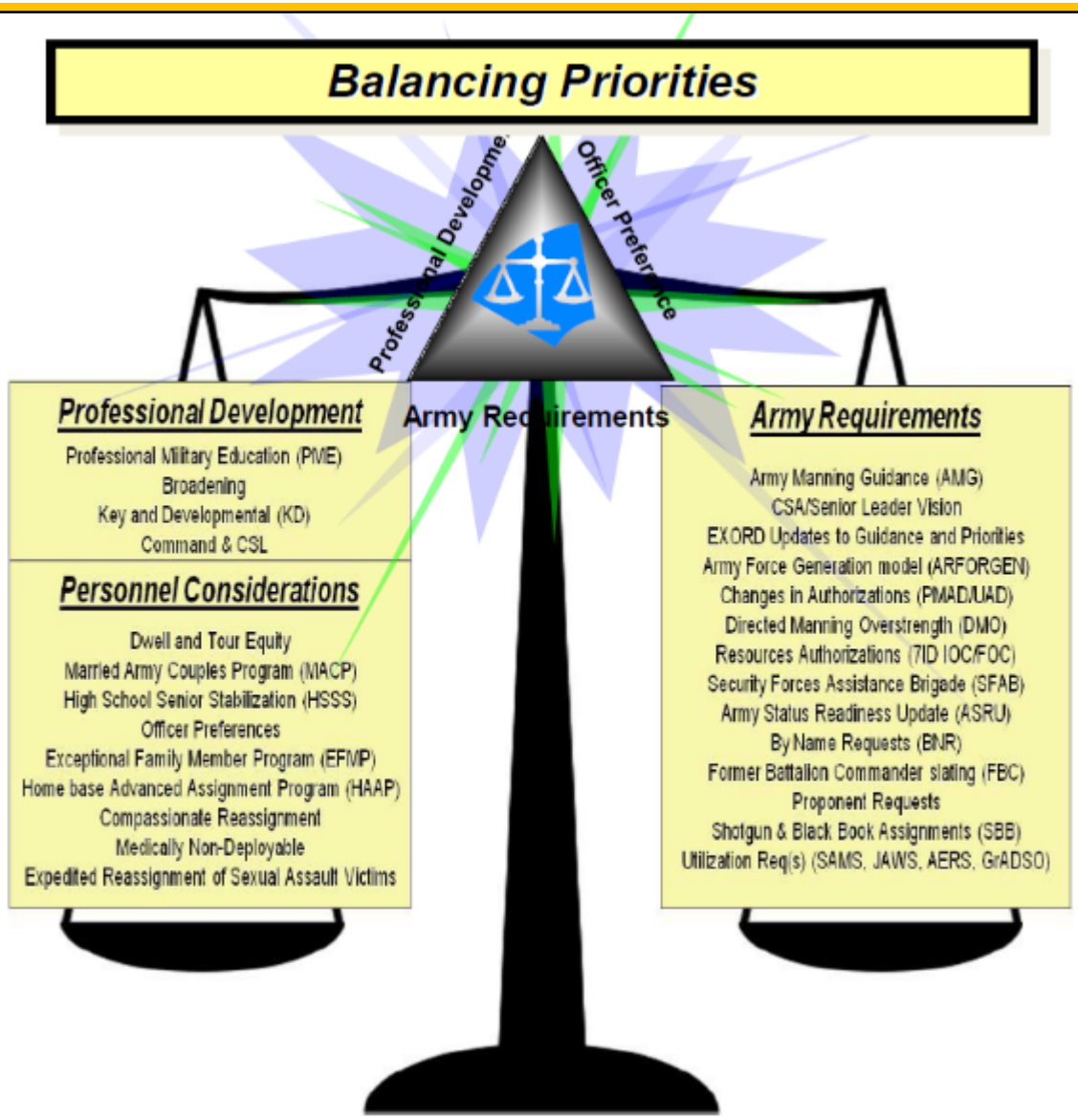
DML – Distribution Management Level: Division-level or two-star command equivalent organizations (i.e. Fort Drum: DRU; 25ID: 25I; 82 ABN: H82)

DMSL – Distribution Management Sub-Level: Brigade level or Colonel command equivalent (i.e. 1/82 ABN: 182; 2/82 ABN: 282; 3/82 ABN: 382; 82 SUS BDE: s82

VDML – Virtual Distribution Management Level: Groups units that would otherwise take a combination of DML and DMSL codes (i.e. 7 EN: 7EN; 91 MP: 91M; 548 CSSB: 548)

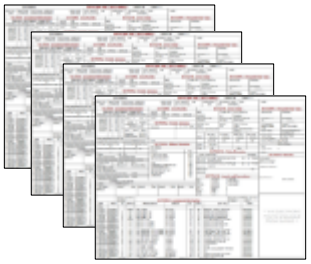
FM 1-0, Para 5-20

Distribution Challenges

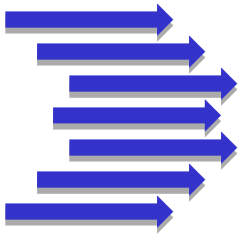


- Army Requirements:
  - Support Deployed/Deploying Expeditionary Forces
  - Transformation
  - Army Manning Guidance
  - Law & Policy Requirements
- Professional Development
  - Education
  - Functional Area & Skill Training
  - Command Select List, Joint
- Officer Preference
  - Career Opportunity
  - Individual Considerations

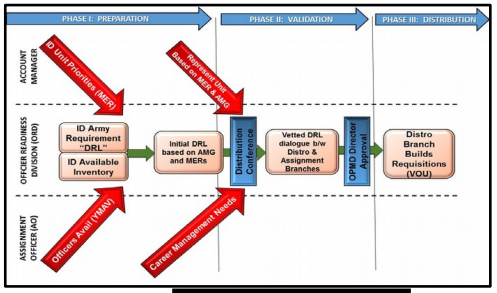
Officer Assignment Cycle



Officers identified as potential Movers



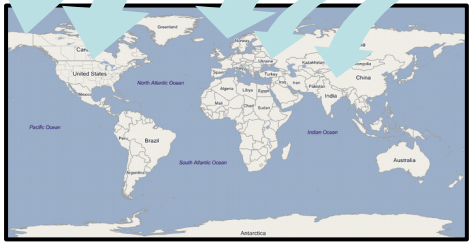
Officer Readiness Division Identifies Requirements



Officer Readiness Division identifies requirements

AOs Review Officer Performance

- Officers move during windows per year
- OPMD Validates requirements based on structure, ACMG, and SL guidance / Army priorities
- Culminates in two week manning conference
- Two manning cycles promotes planning and assignment flexibility
- NOT Included:
  - AMEDD Officers
  - Functional Area Officers
  - Lieutenants



OPMD Director approves distribution plan in accordance with Army Manning Guidance

AOs Identify Officers' Professional Requirements

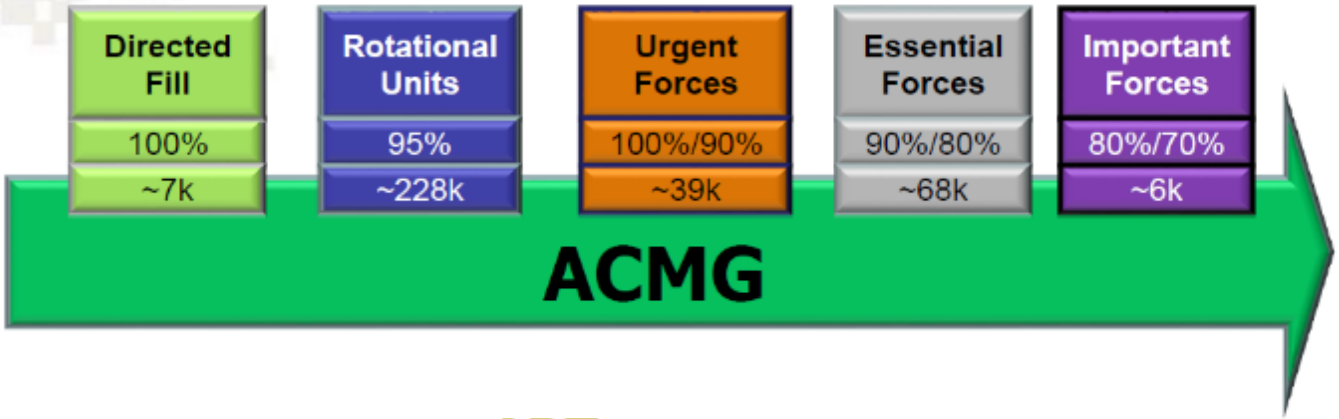
FY 2015				FY 2016								FY 2017											
	4Q			1Q			2Q			3Q			4Q			1Q			2Q			3Q	
Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	

RFO / Movement window 16-01

Prep Validation RFO / Movement window 16-02

Prep Validation RFO / Movement window 17-01

Enlisted Assignment Process



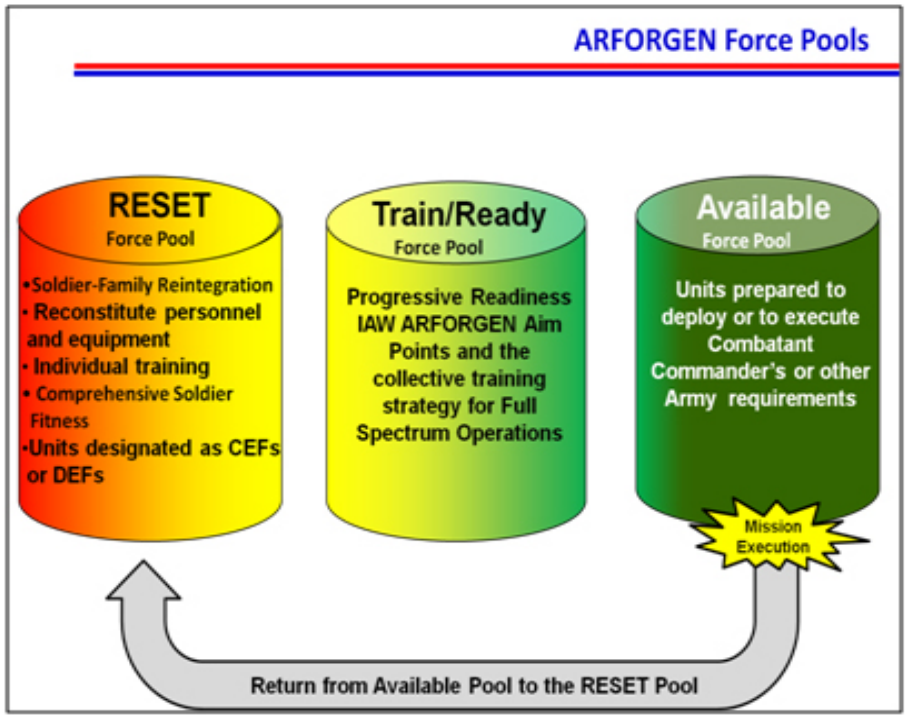
SCIENCE — *ART* — **RESULTS**

Distribution	Career Branch	Operations	Operations/Field	All
➢ Identify requirement (grade and MOS) ➢ Build Requisition ➢ Assign Priority	➢ Identify eligible Soldiers	➢ Fill requisition with best qualified Soldier	➢ Conduct quality control checks	➢ Post assignment instructions ➢ Publish orders	➢ Conduct follow-up

Cyclic and Continual to Man the Army

ARFORGEN Manning

- **Event-driven and applies to all ARFORGEN-available brigade-sized units**
- **Enables the implementation of Transitional Aim Points**
- **Units are manned and prioritized based on movement through the ARFORGEN Force Pools**


ARFORGEN Force Pools
RESET
Force Pool
•Soldier-Family Reintegration
• Reconstitute personnel and equipment
• Individual training
• Comprehensive Soldier Fitness
•Units designated as CEFs or DEFs
Train/Ready
Force Pool
Progressive Readiness IAW ARFORGEN Aim Points and the collective training strategy for Full Spectrum Operations
Available
Force Pool
Units prepared to deploy or to execute Combatant Commander's or other Army requirements
Mission Execution
Return from Available Pool to the RESET Pool

1. Reset – Manned based on redeployment (return) dates. Units in Reset will continue to compete with resources with next-to-deploy units

FY13-15 HQDA Manning Guidance Quick Reference

Manning Requirements for Deploying Units

CATEGORIES		Min-Max Manning
DIRECTED FILL UNITS		100%
ROTATIONAL FORCES		
ARFORGEN FORCES	*With LAD*	95%, minimum determined by Senior Commander
	Without LAD	
NON-ROTATIONAL FORCES		
URGENT FORCES		90% - 100%,
ESSENTIAL FORCES		80% - 90%
IMPORTANT FORCES		70% - 80%

(FRAGO 1 to FY 13-15 ACMG)

1. **Leader Development remains a top priority**
2. **New Manning Guidance Published 12 March 14; Establishes new manning levels**
3. **Increased role of Senior Commanders beginning immediately**

5 Priorities:
- **Leader Development**
- **Resolute Support**
- **Korea**
- **GRF**
- **ACF**

Emerging Priorities:
- **Cyber Force**
- **Positions of Trust**

PRM Enabling Systems

- **eMILPO** (Electronic Military Personnel Office): Provides the Army with a reliable, timely, and efficient mechanism for performing personnel actions and strength accountability.
- **TOPMIS-II** (Total Officer Personnel Management Information System-II): Real-time, interactive, automated system used by managers at HRC to manage and distribute the Army's officer population and to update officer record data.
- **EDAS** (Enlisted Distribution and Assignment System): Automated system which supports the management of the enlisted force (assignments, deletions and deferments).
- **COPS** (Common Operating Picture Synchronizer): Tool designed to give HRC and Strength Managers capability to view officer and enlisted strength and authorization data.
- **RLAS** (Regional Level Application System): Army Reserve system; Client-server Web enabled application for the management of personnel and resources.
- **SIDPERS** (Standard Installation/Division Personnel Reporting System) : Used by the Army National Guard as the database of record; each State maintains its own database. Produces qualification records, unit manning reports, and strength accountability reports.

vailables
), Division (HQ &

Projected Available Strength												
Current Month			Current + 30 Days			Current + 60 Days			Current + 90 Days			
# Required	# Available	% Available	# Required	# Available	% Available	# Required	# Available	% Available	# Required	# Available	% Available	

UNIT NAME	Previous Month	Previous Month	Current Month
Assigned Strength			
# Non-Available			
% Non-Available			
# Medical Non-Available	( )	( )	( )
% Medical Non-Available	( )	( )	( )
# MRC 3B			
# of IDES			
# Legal	( )	( )	( )
% Legal	( )	( )	( )
# Administrative Non-Available			
% Administrative Non-Available			

Standard: MRC4 ≤ 5%			
UNIT	Previous Month	Previous Month	Current Month
Assigned Strength			
# MRC 4			
% MRC 4			

Standard: Med & Dent No Show Data ≤ 5%			
UNIT	Previous Month	Previous Month	Current Month
# Appointments Scheduled			
# No Shows			
% No Shows			

Mission Information					
Mission Type	Mission Required Strength	# Available	% Available	SRP Date	CTE Date

Action Plan – Steps/Milestones – Challenges

1. **Action taken to increase unit available strength:**
2. **Action to complete Medical/Dental Exams (MRC4):**
3. **Actions taken to improve Medical & Dental No-Shows:**
4. **Challenges, best practices, lessons learned:**

Instructions

POC: Ms Patricia Padilla, patricia.l.padilla.civ@mail.mil, 910-570-5176
Data Source: eMILPO

Block labeled "Standard: Non-Availables ≤ 10%"

- **Assigned Strength – self explanatory**
- **# Non Avail – enter total of all medical 3A, 3B, legal LZ, LD, LI, LR, admin LS, AW, PD, SS, FP, MP, LA, PA, CS, CO**
- **% Non Avail – enter number of non-availables divided by the unit's assigned strength**
- **# Med Non-Avail – enter total of all medical non-availables 3A and 3B**
  - **Parentheses Data – enter total number of 3A and 3B DL4s (temporary profiles over 30 days, TP eMILPO code)**
  - **% Med Non-Avail – enter number of all medical non-availables divided by the unit's assigned strength**
  - **Parenthesis Data – enter total number of 3A and 3B DL4 divided by medical non-availables**
  - **# MRC 3B – enter total number of 3Bs**
  - **# of IDES – enter total number of Soldiers in IDES**
- **# Legal – self explanatory**
  - **Parentheses Data – enter total number of deployable Soldiers who have been coded LI and/or LZ**
- **% Legal – enter number of legal cases divided by the unit's assigned strength**
  - **Parenthesis Data – enter number of deployable LI and LZs divided by the total number of legal cases**
- **# Admin Non-Avail – self explanatory**
- **% Admin Non-Avail – enter number of admin non-availables divided by the unit's assigned strength**

Block labeled: "Standard: MRC4 ≤ 5%" - self explanatory

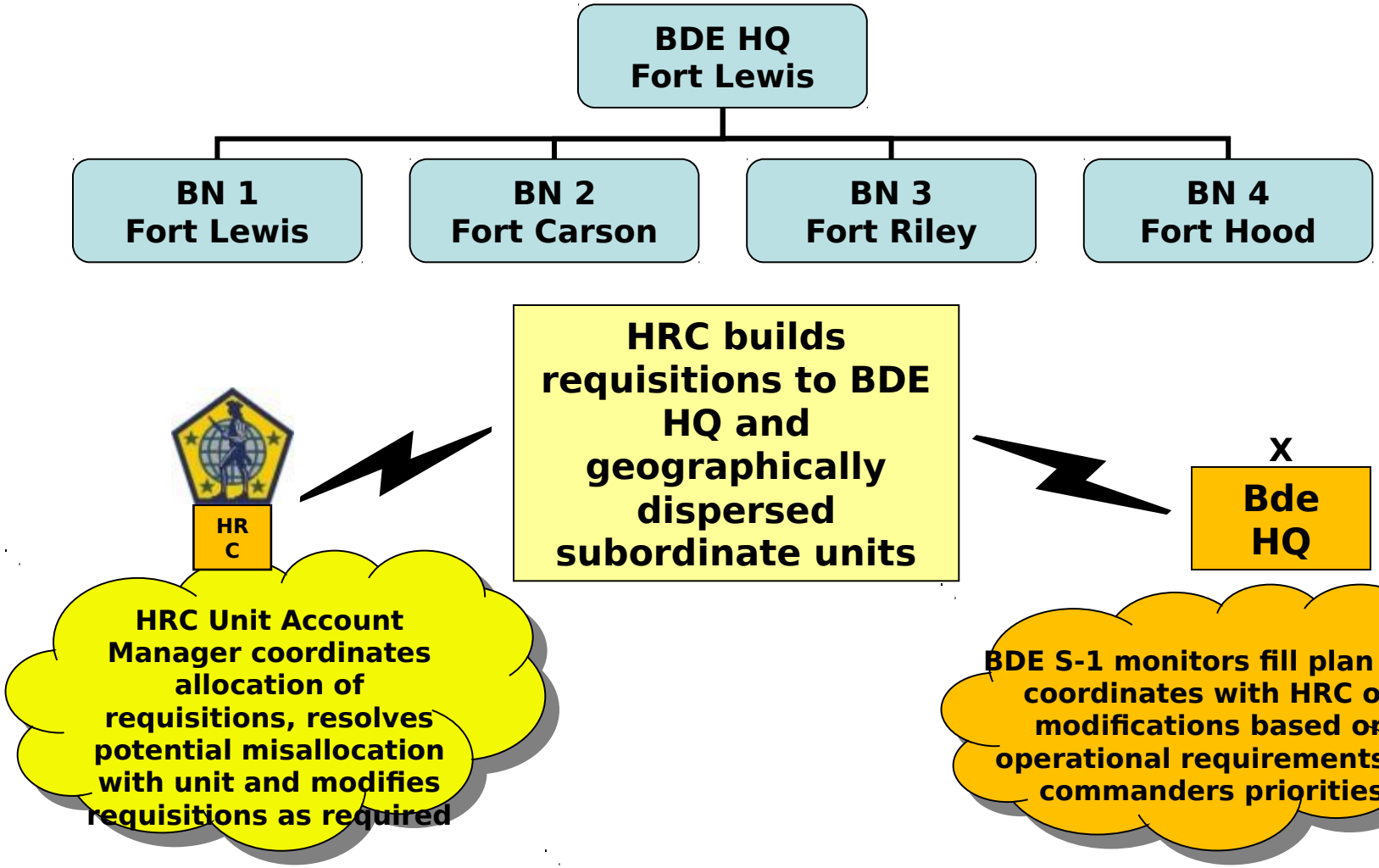
Block labeled: "Standard: Med & Dent No Show Data ≤ 5%"

- **Account for both medical and dental no-shows**

Block labeled: "Mission Information"

- **Enter the Mission Type, i.e., SFAB, SFAT, GRF, DCRF, CEF, etc.**
- **Enter the total number of deployable and the percentage (percentage based on the mission required strength)**

Geographically Dispersed Brigades Requisition Responsibility


BDE HQ
Fort Lewis
BN 1
Fort Lewis
BN 2
Fort Carson
BN 3
Fort Riley
BN 4
Fort Hood
HRC builds requisitions to BDE HQ and geographically dispersed subordinate units
HR
C
HRC Unit Account Manager coordinates allocation of requisitions, resolves potential misallocation with unit and modifies requisitions as required
X
Bde
HQ
BDE S-1 monitors fill plan and coordinates with HRC on modifications based on operational requirements or commanders priorities

**A requisition is not a projected gain. Soldiers are assigned against requisitions based on available inventory and priority of fill.

Flag Snapshot – December 2015

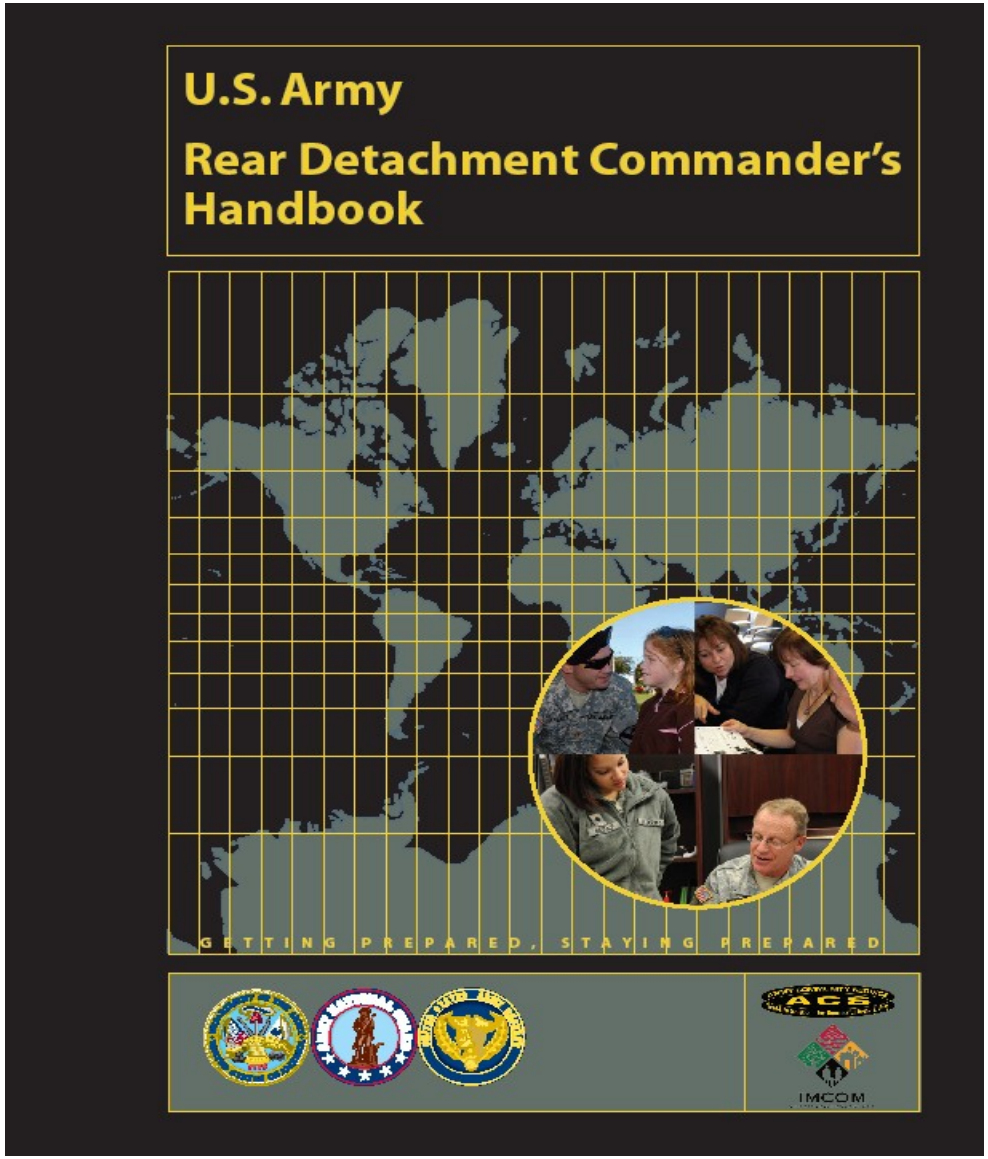
FLAG Snapshot

December 2015

Mr. Kenneth Godfrey, AHRC-PDV

4 January 2016

Rear Detachment Commander's Handbook



Check on Learning

Q. If my unit is not deploying or a Priority Missions unit, what is my expected level of personnel fill?

A. Personnel fill is IAW available Army inventory.

Q. Name two tools that assist HRC with Brigade-level personnel distribution management.

A. The Common Operating Picture Synchronizer (COPS) assists both HRC and Brigades in identifying a unit's personnel shortages and assists with allocation and distribution decisions.

Distribution Management Sub-Levels allows strength management to occur at BDE level, with a direct link to HRC. HRC has established a DMSL for every brigade-level unit or organization across the Army.

Check on Learning

Q. PRM involves analyzing personnel strength data to determine what three readiness items?

A. PRM involves analyzing personnel strength data to determine (1) current combat capabilities, (2) projecting future requirements, and (3) assessing conditions of individual readiness (FM 1-0, Para 3-5)

Q. Describe the PIM / PA / SR / PRM relationship.

A. PRM is directly **interrelated and interdependent** upon the functions of PA, SR, and PIM. The process of accurately determining combat capabilities, projecting future requirements and assessing conditions of individual readiness is dependent on how well the HR Key Functions of PA, SR and PIM are executed. **S-1s must execute <u>each key function</u> diligently, <u>everyday</u>** (FM 1-0, 3-5 thru 3-9)

Check on Learning

Q. What can HR leaders do during predeployment to support PRM?

A.

- Identify "hard" non-deployable Soldiers as soon as possible
- Closely monitor/manage Physical Profiles and the MMRB/MEB/PEB process
- Aggressively execute SRP requirements
- Improve data accuracy
- Update eMILPO non-availability module monthly while completing USR
- Actively engage with HRC distribution manager for your unit

Q. What are some of the "key drivers" that affect PRM?

A.

- G-1 Rear Detachment Report
- Non-Deployable Soldiers
- Non-Available Soldiers
- eMILPO Non-Available Deployment Tracking Module
- Medical Protection System (MEDPROS)
- MMRB / MEB / PEB
- Warrior Transition Units (WTUs)
- Soldier Readiness Program (SRP)
- Mgmt of Derivative UICs (DUICs)
- Direct BDE-Level Strength Mgmt
- eMILPO Human Resource Authorization Report (HRAR)
- Force Management System Web Site (FMSWeb)
- Active Component Manning Guidance
- HQDA MOS Substitution Message

Terminal Learning Objective

Action: Direct Personnel Readiness Management (PRM)

Condition: Given classroom instruction, practical exercises, access to applicable regulations, Army Manning Guidance, Personnel Policy Guidance (PPG) and awareness of Operational Environment (OE), variables and actors.

Standard: Demonstrate knowledge of PRM through classroom participation, practical exercises, and by scoring 70% or higher on a knowledge based exam that includes the following learning activities:

1. Communicate Army PRM policies.
2. Correlate PRM responsibilities at each echelon from battalion to Army G-1 level.
3. Communicate HQDA Army Manning Guidance and Army Force Generation (ARFORGEN) manning.

Sustainable Readiness Model

TGOSC
26 AUG 2015

SRM EXORD

Mission

Mission. Department of the Army implements a Sustainable Readiness Model (SRM) NLT 2017 that builds and sustains combat readiness to fight and win in a complex world by enabling our Army to generate forces to meet operational demands while remaining optimally postured to rapidly surge for unforeseen contingencies.

Purpose. Enable the Army to meet operational demands while remaining optimally postured to rapidly surge for unforeseen contingencies.

Key Tasks. See next slide

End state. An enduring process that allows the Army to clearly see itself and provides the decision analysis capability to optimize resources and unit activity to minimize the risk to accomplish the Army's mission.

What is the Sustainable Readiness Model?

Under ARFORGEN, the Army generated readiness in response to fixed deployment dates by systematically decrementing resources (manpower, equipment, training) from units following redeployment, leaving the Army with a diminished capacity for responding to unforeseen requirements beyond Iraq and Afghanistan.

The Sustainable Readiness Model provides Senior Leaders an improved understanding of current and projected readiness throughout the Army at a greater frequency than with previous models. Consequently, Army leaders will have greater flexibility in providing Army forces for global missions.

Key talking points include:

- **Changes the mindset of the Army's leaders at every echelon away from predictable, fixed-date unit deployments to emphasizing the flexibility necessary for future, unforeseen contingencies – necessary to "win in a complex world"**

- Provides improved visibility on current readiness, on a quarterly basis, and forecasted readiness out to the next 3-4 years – "improves how we see ourselves" – and is expected to better inform programming

- Provides Senior Leaders' clear choices with expanded decision time frames, enabling a clear link to the programming and budgeting cycles while also allowing Senior leaders to reduce the time a unit needs to achieve its readiness goals

- Empowers Senior Leaders, including Division and Corps Commanders, by improving the synchronization of unit readiness, assessment of readiness, planning of training, and understanding of the cost to achieve readiness

Why did we change to the Sustainable Readiness Model?

- Our previous force generation and model – commonly known as Army Force Generation **(ARFORGEN**) – was a progressive model designed to generate manned, equipped, and trained formations **to meet predictable deployment timelines** for known requirements in Afghanistan and Iraq. **ARFORGEN left the Army at risk in meeting unforeseen contingencies with trained and ready forces.**

- While the Army still has steady state requirements around the world, we must also **maintain a surge capability to respond to unforeseen challenges** and threats to our national security.

- The Sustainable Readiness Model is an evolutionary step in the process by which we **provide trained and ready forces as the Army's contribution to the joint fight.** By linking directly to the Army Operating Concept, SRM is designed to **optimize available resources to generate higher levels of readiness** across more formations in the **Active, Guard, and Reserve** components to **enable the Army to meet its global**

SRM EXORD Mission: Key Tasks

- Identify and revise all Army policies and processes requiring alignment with SRM.
- **Revise AR 525-29 Army Force Generation.**
- Establish operational demand model.
- Establish readiness objectives for all AA reporting units FY 16 – 19.
- Determine key inputs and model assumptions.
- **Finalize SRM module definitions and business rules.**
- Establish SRM Governance and integrate into HQDA battle rhythm.
- Synchronize Army units FY 16 – 18.
- Synchronize key Army actions (man, equip, train, sustain, fund, installation management, acquisition).
- Identify key Decision Points to mitigate risk, address friction or exploit opportunities.
- Assess residual risk.
- Publish the Army's force generation output as a driver for Army processes.
- **Educate the force and external audiences (OSD, Congress etc).**

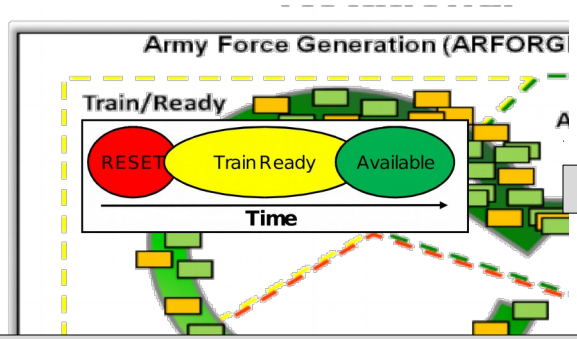
SRM vs ARFORGEN

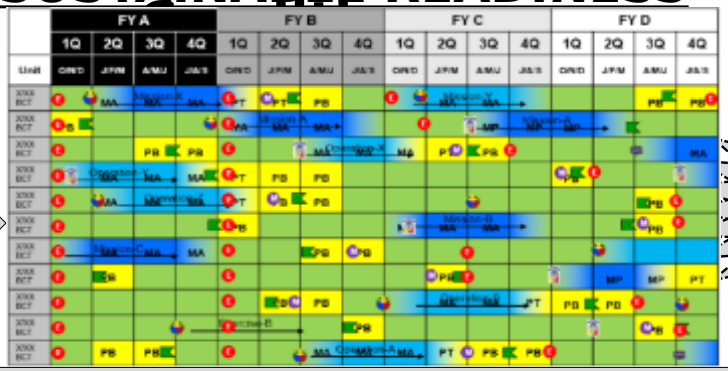
ARFORGEN	SRM
• LAD based synchronization – Deployment based mindset culture • Predictable • Rolling 1-2 years planning horizon	• Synchronization to meet all demands and to optimize readiness for surge contingency – Contingency based mindset • Flexible
• Established cycles; reset, train / ready, available – AC: 3 year initially, then 2 year cycle – RC: 5 year cycle	• Rolling 3 plus years planning horizon • No fixed cycles except for RC – AC: no fixed cycles – RC: 5 year cycle for ARNG, 5 year cycle for USAR • Quarterly modules to identify periods of: – go to war decisive action readiness – allocation for mission or commitment – building readiness – declines in go to war readiness
• Reset phase = readiness cliff • Progressive readiness linked to cycles	• No directed Reset; allows for conditions based rebuilding of readiness • Sustained readiness; ie. Remain in the band of excellence as long as possible based on resources
	• Established readiness objectives for all AA reporting units
• Manning / equipping just in time for MRE as goal	• Manning and equipping goals to sustain readiness for longer periods of time
• CTCs / MREs are culminating training	• CTCs synchronized to align with command tours – not as culminating training events • MREs aligned as culminating training events for allocated forces for known

Army Force Generation:

Adapting Over Time to SUSTAINABLE READINESS

ARFORGEN (2004 – Today)





Win in a Comple x World

Persistent Conflict → **Globally Responsive, Regionally Engaged**

Progressive Readiness Traits

- Known, asymmetric threats
- Predictable LADs (known demand)
- Surge required less than C1/C2 level of readiness
- Cyclical, progressive readiness with readiness cliff
- Modular BCT centric force (AC/RC)
- Unencumbered Corps / de-synched Divisions
- Operationalized RC
- RC post-mobilization focused
- Just in time manning and equipping
- Over resourced

Sustainable Readiness Traits

- Complex world, hybrid threats
- Meet known and emergent demands
- Remain optimally postured for C1/2 surge contingency
- Maximize readiness while minimizing readiness cliffs
- Modular Total Force (AC/RC); Army capability focused
- Encumbered Corps and synched Divisions
- Targeted increase of RC C2 level readiness
- RC pre-mobilization focused; with post-mob plan
- Normalized manning and synchronized

Gated resource strategy:
Readiness to meet known demand

Synchronized resource strategy:
Forecasted Readiness to meet known demand and posture for C1/2 surge contingency

Definitions (1 of 2)

- **Component Modules:** Component modules give further information about why a unit is in a basic module, allowing for more specific policy guidance and resource information for units in that component modules.

- **Prepare Components:**
  - Prepare 1: Building Readiness. Units in this component module are executing their training strategy but have not achieved decisive action proficiency.
  - Prepare 2: Modernizing/Converting. Units in this component module are conducting modernization, reorganization, or conversion actions that prevent employment for decisive action.
  - Prepare 3: Un-resourced. Units in this component module do not have sufficient resources (personnel, facilities, funds, etc.) to execute their training strategy.
  - Prepare 4: Reset. Units in this component module do not have access to their equipment due to Reset.

- **Ready Components:**
  - Ready 1: ALD 11-30. The unit has achieved decisive action and is expected to be able to arrive at a specified point of embarkation within the specified time.
  - Ready 2: ALD 31-60. The unit has achieved decisive action and is

Definitions (2 of 2)

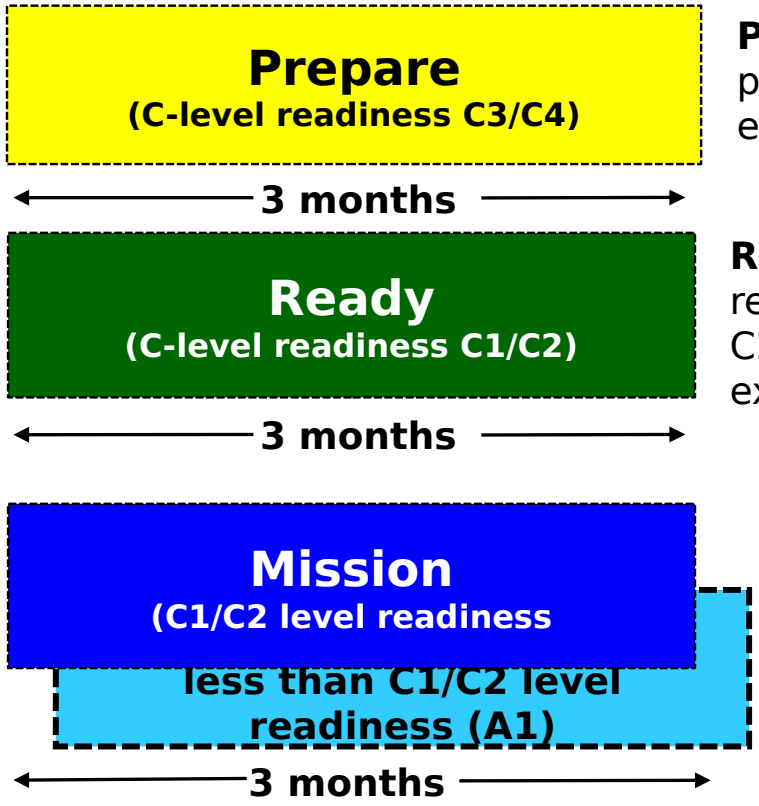
- **Mission Components:**
  - **Prepare-To-Deploy-Order (PTDO):** Units in PTDO components are validated for decisive action and expected to be able to deploy within a specified time frame and conditions set by the order. These components may be further specified for individual missions (e.g., the Global Response Force).
  - **In-Place Response forces:** Units that are forward deployed and allocated against the 0-day requirements for a high-priority Operation Plan are in these component modules. These components may be further specified for specific requirements dependent on mission and OPLAN (e.g., United States Forces – Korea or Operation SPARTAN SHIELD).

- **Committed Components:**
  - Specific missions. All committed modules can be further specified based on assigned mission.

Sustainable Readiness Model Module Overview

Modules: Three descriptive 3-month modules

- Aligns force generation with quarterly training and readiness processes
- Provides common standards across the Total Army
- Clear representation of a unit's preparedness for decisive action
- Synchronizes resource decisions and unit activities



Prepare Module: service retained or assigned units preparing for mission who are C3 / C4 and not executing an ordered mission

Ready Module: service retained or assigned units ready for immediate deployment by sustaining C1 / C2 levels of decisive action readiness. (ie. band of excellence)

Mission Module: allocated or assigned force demand units with an ordered mission. Units are differentiated by whether or not the mission requires C1 / C2 decisive action readiness.

Sustainable Readiness Model
Module Labels

Basic Modules	Module Labels	
Prepare (C-level readiness C3/C4)	PB:	Building Readiness
	PT:	Transitory State
	PL:	Limited Resources
Ready (C-level readiness C1/C2)		
Mission (C1/C2 level readiness)	MP:	Prepare to Deploy Order (PTDO)
less than C1/C2 level readiness (A1)	MA:	Mission Assigned
	MD	Assigned Forces Demand

Labels enable activity and resource synchronization and provide visibility of Army unit and capability readiness

Operational Demand Model

Force Element	Inventory			Mission		Committed	Ready			Prepare
	AC	NG	AR	PTDO	In Place		11-30 Days	31-60 Days	61-90 Days	
Corps Headquarters	3									
Division Headquarters	10	8								
CBRNE Operational HQs										
Armored BCTs										
Airborne BCTs										
Infantry BCTs										
Stryker BCTs										
Combat Aviation Brigades										
ADA Brigades	5	3								
Patriot Battalions	15									
THAAD Batteries	7									
MLRS Battalion	7	2								
HIMARS Battalion	5	12								
Expeditionary Sust. CMDs	7	2	8							
Sustainment Brigade HQs	11	10	9							
Combat Sust. Spt. Bns	16	39	30							

Mission forces
- Units in mission modules
- *Requirements:*
  - Allocated Prepare-To-Deploy-Orders (PTDO) (including ALD 0-10 requirements)
  - In-place crisis response forces

Committed forces
- Committed modules
- *Requirements:*
  - GFMAP
  - EXORDs & Named Operations
  - Some Institutional Requirements

Ready forces
- Units in ready modules
- *Requirements:*
  - Divided in 30 day tranches by OPLAN ALD:
  - 11-30 ALD
  - 31-60 ALD
  - 61-90 ALD
  - Can also reflect non-deployed GFMAP requirements (listed in the 11-30 bin)

Preparing forces
- Prepare modules
- *Requirements:*
  - By exception (some modernization)
  - Balance of forces in inventory not in other modules

Sustainable Readiness Model (Example)